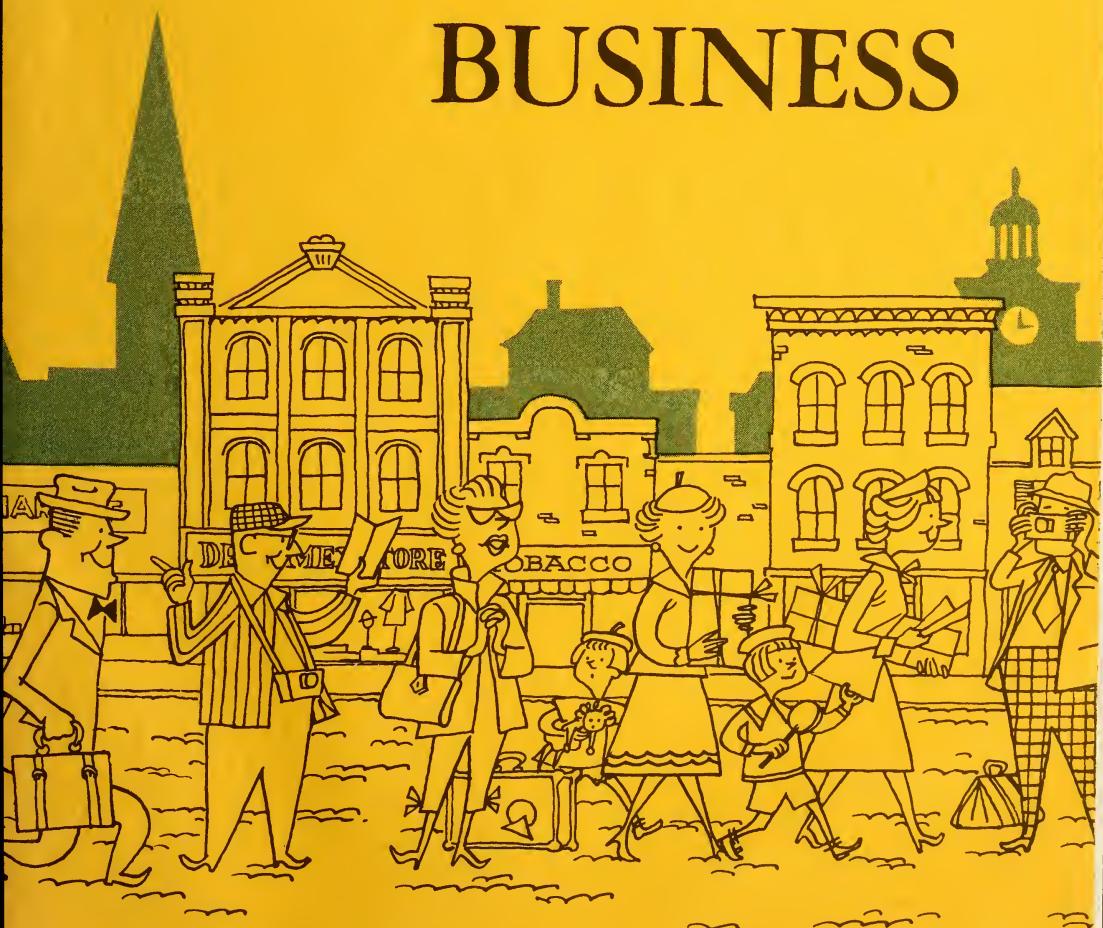


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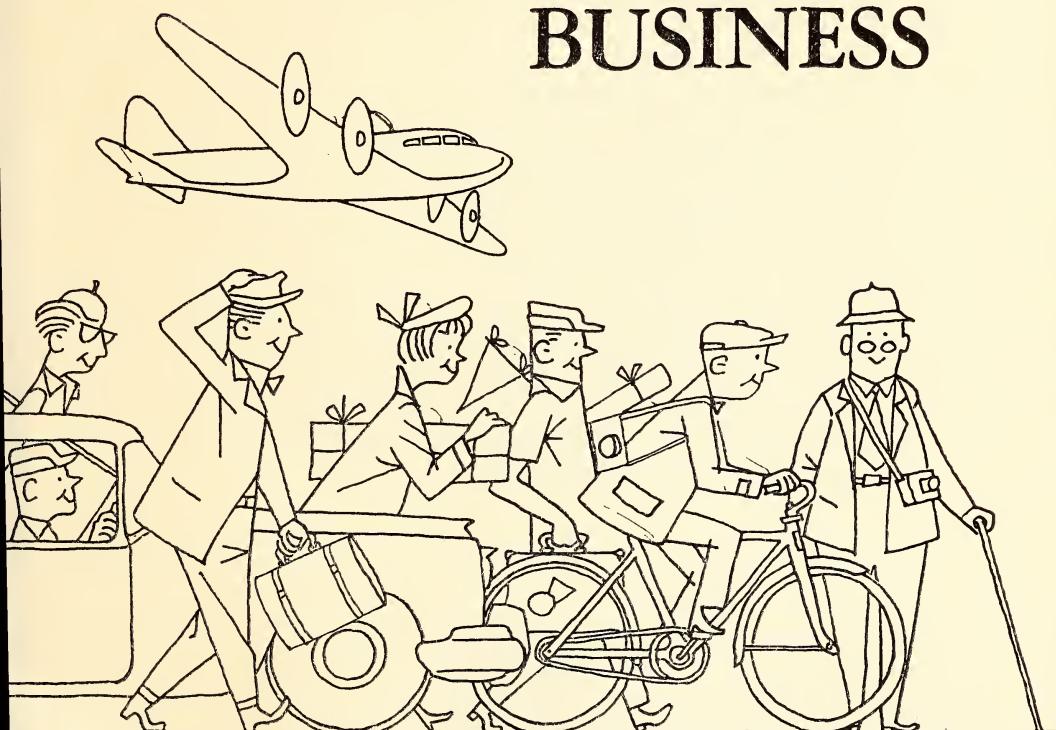
THE TOURIST
BUSINESS



U. S. DEPARTMENT OF COMMERCE
OFFICE OF AREA DEVELOPMENT

Your Community
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THE TOURIST BUSINESS



U. S. DEPARTMENT OF COMMERCE

Sinclair Weeks, *Secretary*

OFFICE OF AREA DEVELOPMENT

Victor Roterus, *Director*

This publication was prepared for the Office of Area Development, U. S. Department of Commerce, by Harry Clement. The conclusions and estimates are based on statistics and sources referenced at the end of the booklet. Appreciation is expressed to all who contributed, particularly to James L. Bossemeyer, Executive Vice President, National Association of Travel Organizations; William D. Patterson, Associate Publisher, The Saturday Review; R. A. Robinson, former Director of Research, The Crowell-Collier Publishing Co.; C. P. Holway; and Clifton W. Housley, Manager, Travel and Recreation Research, The Curtis Publishing Co.



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This Booklet . . .

. . . . is addressed particularly to communities that feel the need to create more jobs and raise income levels. Its purpose is to explain how such communities can help achieve these objectives by interesting themselves in one of the largest and fastest growing businesses in the United States—the tourist business.

A "tourist" is generally considered to be a vacationist, or one who is traveling for pleasure. The word "tourist," however, is used here as meaning *anyone who travels away from home*. The business traveler, for example, spends money for the same kinds of facilities and diversions as does the vacationist, and the economic effects of his staying in a community are comparable.

Estimates by private organizations of the amount of money being spent annually by tourists (including business travelers) in this country, range from about \$15 billion to \$24 billion. The "vacationist" portion of this spending is, of course, done at the discretion of the vacationist, and can therefore be regarded as a potential of business income for the communities that seek to attract it.

This is not true of the *business* traveler, who spends much of his money where he does because of necessity rather than choice. Nevertheless, much business travel is capable of being prolonged for tourist purposes. Or it may be diverted to include another community along or near the route. As yet, there is no measure of the "degree of discretion" exercised by business travelers with respect to the length or location of their stopovers. Unquestionably it is large and, as a supplement to purely tourist travel, constitutes a community business potential of considerable importance.

Because there exists no specific figure of total expenditures for tourist purposes, the figure of \$20 billion is used in this booklet as an approximation to indicate the possible magnitude of the tourist industry in all its phases.

VICTOR ROTERUS, *Director,*
Office of Area Development.



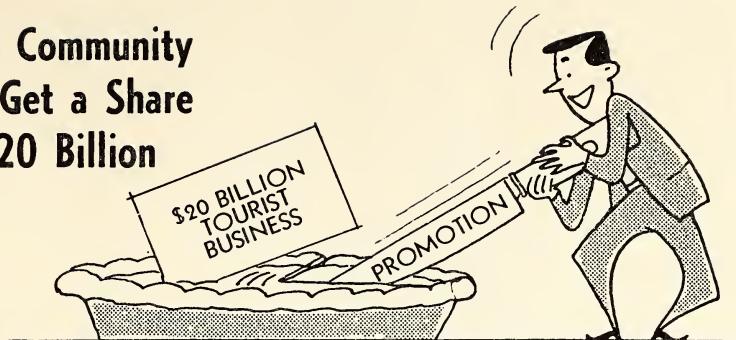
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Contents

	Page
Your Community Can Get a Share of \$20 Billion	1
There's a New Dimension in Community Development	2
Every Person in the Community Can Benefit	3
Almost Every Community Can Benefit	5
Tourist Attractions Help Bring New Industry	6
The Time to Start Your Tourism Promotion Program Is <i>Now</i>	8
A Quick Closeup of the Tourist Business	9
What Does Your Community Have To Sell?	12
Set Up a Small Group To Sell What You Have	16
How To Sell What You Have	17
Sources	22

Your Community Can Get a Share of \$20 Billion



One of the fastest developing businesses in the United States is the tourist business.¹* This year, American tourists traveling up and down all parts of this country will spend roughly between \$15 billion and \$20 billion.²

By any standards, this is a huge economic pie. How big a slice can your community hope to get as its share? This question has a practical answer: *What your community will get depends on the community itself—its attitude toward tourists, its recognition of the value of tourist business, and the steps it takes to stimulate and promote this business.*

To get its share of tourists, your community does not need luxurious hotels. It does not need multimillion dollar airports, sun-drenched beaches, or grand canyons. And it doesn't have to try to become a playground for rich people. As a matter of fact, only 1 out of 4 tourists stays in a hotel.³ Only 1 out of 12 travels by plane.⁴ Four out of five earn less than \$7,000 a year,⁵ and 6 out of 7 travel by car.⁶

If there's a road leading in and out of your community, there's a fair chance of attracting tourists. Instead of expensive beaches and spectacular attractions, what American tourists want primarily is comfort, change, amusement, and pleasant surroundings.⁷ If your community can provide them, at a reasonable price, it can develop a tourist business.

How much could this business mean to your community? If the community can attract a couple of dozen tourists a day throughout the year, it would be economically comparable to acquiring a new manufacturing industry with an annual payroll of \$100,000.⁸

The reason why the rewards can be great is that the tourist business itself has become great. Today it represents an investment in operating facilities of well over \$50 billion.⁹ Its economic impact on the country as a whole, and on many communities in particular, has been terrific. In 1956, the amount of money spent by tourists in the United States was almost twice the retail value of every automobile manufactured.¹⁰ It just about equaled the annual gross sales in recent years of 10 of the Nation's leading corporations.¹¹

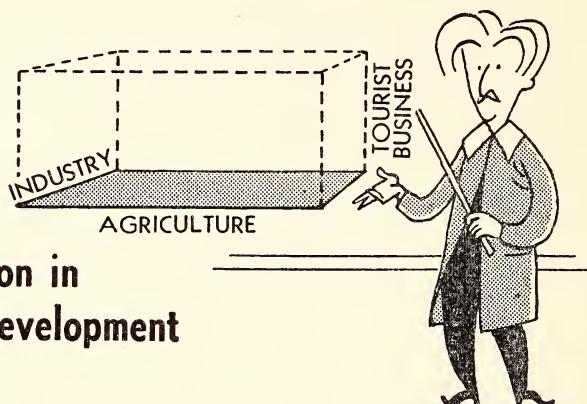
* Superior figures refer to sources on p. 22.

Agriculture is one of the major industries in the United States. Yet, in 1956, the tourist business grossed about two-thirds as much as the total cash receipts from all crops, livestock, and other agricultural produce turned out in this country within the same year. Moreover, the trend in the tourist business is up, and if it continues to rise, the tourist business may soon surpass agriculture as a major moneymaker.¹²

Another significant comparison may be made with the payrolls of 12 of the largest United States companies. These payrolls, *combined*, add up to about half as much as tourists spend in a year.¹³

No matter how you slice it, the tourist business is big business. But it is not a "closed" business. Your community can get its share if it does something about it.

There's a New Dimension in Community Development



Many community leaders pin their hopes for community development entirely on industry and agriculture. But today there is no reason to live in a two-dimensional economy. Tourist business is the third dimension that many communities need—and now have available—to balance their economic structure.

The Chamber of Commerce of the United States¹⁴ has this to say:

Tourist promotion is a key operation in any regional, State, or community development program. Basically, there are three ways in which to bring new money and business into any given area. These are agricultural development, industrial development, and tourist development. Tourist development is probably the quickest, least difficult method of the three.

All this may seem like a new trend to many community, area, and regional development groups that have ignored or minimized the growing value of tourist trade as a means of increasing business and payrolls. The spectacular growth of tourism, however, is new only in that it has taken place in a single generation, reflecting a change in the tastes, habits, and attitudes of Americans.¹⁵

Compare 1957 with 1927. Here are some of the striking changes:

A shorter workweek.

Longer paid vacations.

Higher pay.

Earlier retirement.

Faster, better, cheaper transportation.

More education.

These changes have produced a strong desire on the part of most Americans to be more and more "on the move." An average of 3½ million people a day travel for pleasure in the United States.¹⁶ These people are tourists with an insatiable urge to see new things, have new experiences, and find new places to visit or to live. This is what presents a "third dimension" of opportunity for most communities seeking to create more jobs and more income.



Every Person in the Community Can Benefit

Suppose your community launches an all-out program to promote tourism. Who in the community will pocket the profit?

The answer is "everybody." Because the tourist business is a composite of many other businesses, it stands to reason that what helps one will help others. And that's the way it works out. Tourists spend money for food. They pay to be catered to and provided with comforts. They buy many things, and they need a whole range of services. Every one of these tourist requirements can be met by a business in your community, and the people in all these various businesses will be the first to pocket the profit. But they in turn will re-spend what they get from tourists. They will spend it for groceries, rent, hardware, and other things the community can supply. To give an idea of the amount of money that changes hands, here is approximately what tourists bought last year on a national scale:¹⁷

\$5 billion worth of food.

\$3 billion worth of products including everything from fishing tackle to perfume.

\$1 billion worth of services such as dry-cleaning, laundry, etc.

\$2 billion worth of entertainment.

\$5 billion worth of transportation.

\$4 billion worth of accommodations.

What happens when these billions of dollars are spread over the whole country? How much is actually spent within a typical community, and who gets it?

Knoxville, Tenn., is a good example of what happens in practice. Knoxville does about \$35 million¹⁸ worth of out-of-State tourist business, and calls it "the biggest and most profitable business in town." Here is how Knoxville's 2½ million tourists spend that \$35 million:¹⁸

Food	\$10,306,000
Lodging	7,925,000
Auto upkeep	3,696,000
Amusements	4,762,000
Laundry, dry-cleaning	711,000
Retail purchases	5,331,000
Professional services (barber, doctor, lawyer, etc.)	1,244,000
Utilities (taxi, bus, telegraph, power, water, lights, gas)	1,563,000

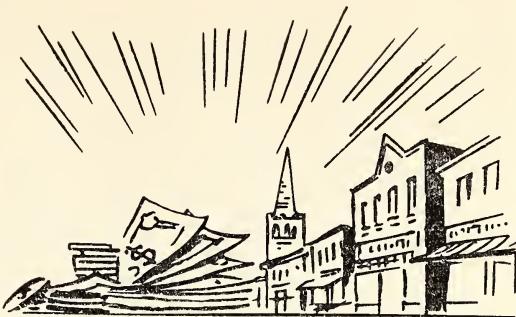
Money spent by tourists throughout the country—in Knoxville, and in your community—is *new* money brought into the community from outside. It is a financial shot-in-the-arm that improves the economic health of every business in the area. Moreover, this money is spent in such a way that it must be widely and more-or-less evenly dispersed. It is not just the hotel or motel owners, the restaurant operators, and the gas-station people who cash in. Tourist money goes to the farmer, the professional man, and the businessman.

Take the case of the farmer. In some communities, he believes that the tourist business is of little concern to him. Knoxville came up with a good answer. It simply showed what its tourists eat in a year:¹⁸

Eggs	dozen ..	521,000
Chickens	pounds ..	363,000
Fluid milk and cream	quarts ..	2,523,000
Fresh meats	pounds ..	2,909,000
Fresh vegetables	do ..	2,243,000
Wheat flour	do ..	1,962,000
Wheat bread	loaves ..	1,900,000
Frozen foods	pounds ..	463,000
Irish potatoes	do ..	1,557,000
Canned vegetables	do ..	607,000
Butter	do ..	127,000
Margarine	do ..	120,000
Fresh fruits	do ..	1,628,000
Ice cream	quarts ..	246,000

The tourist is the taxpayer's friend. Every tourist who comes to a community can help ease the local tax burden. Knoxville discovered that annual property taxes on buildings and other facilities supported by the tourist business is over \$265,000. On top of that, tourists pay at least \$1,000,000 in retail sales taxes and gasoline taxes.¹⁸ Combined, this means that each tourist lessens Knoxville's tax burden by as much as half a dollar.

Almost Every Community Can Benefit



There are relatively few communities in this country that do not have some of the potentials necessary for the development of a profitable tourist business. Few tourists demand luxury-treatment. Most of them are not looking for expensive entertainment or spectacular scenery. Tourists want a pleasant, comfortable place to visit, and some interesting things to do or watch, preferably both. It is probable that your community has—or can develop—these tourist requirements. Almost any community can. But first the community—*your* community—must take these initial steps:

Make up its mind that it *does* want more tourists;

Make up its mind to work aggressively and develop the tourist potentials it does have;

Make up its mind to develop these potentials consistently, over the long run, and to seek *new* potentials.

The files of experts in the tourist business are bulging with examples of communities that never could make up their minds whether or not to go after the tourist trade. As a result of such indecision, nothing happens. It's then easy to rationalize the situation by saying:

“My community is too far off the beaten track for tourists to come here.”

or

“We do not have anything that will interest tourists.”

or

“There is no place for them to stay when they get here.”

These are interesting points of view, but they do not conform with the realities of the tourist business. There is no such thing today as being “too far off the beaten track.” In fact, being located in a remote place, far from congested areas and superhighways, can be an asset in itself. Tourists are interested in almost anything that has been made to look attractive and will go out of their way to see it.

As for having something that will “interest” tourists, consider these

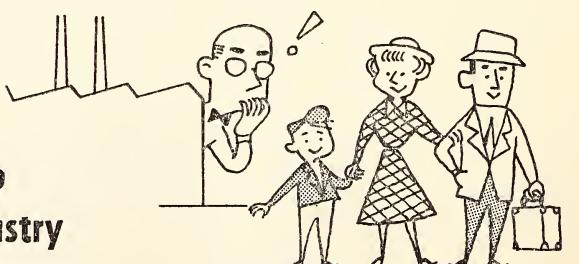
two contrasting examples: (a) a community that had little but did something with it, and (b) a community that has a lot and has done nothing:

- One community in Kansas¹⁹ appeared to have nothing at all to interest tourists. However, some of its leaders hit on the idea of advertising its deep water wells, claiming one of them to be "the world's largest hand-dug well." One hundred thousand tourists flock to see it every year. Merely by selling curios at the well site, the community has been able to finance a 1,900-square-foot new chamber of commerce building.
- One community in another State²⁰ has been trying unsuccessfully for years to attract a new industry. It has never considered its tourist potentials. Yet within easy reach of the town's borders are the remains of one of the earliest settlements in North America (established around 1600). Also, the community is within close driving range of more than a hundred beautiful lakes that provide swimming, fishing, and boating. And within 1 mile of the town line is a Federal game preserve where wild animals can readily be observed at close range. Are there such unrecognized attractions in *your* community?

Later on, a closer look will be taken at the kinds of "attractions" your community might develop to appeal to tourists. There are literally hundreds of such possibilities, ranging in nature from ingenious innovations to attractions rooted in staid tradition. Remember, however, that hundreds of thousands of tourists don't demand high-living or expensive entertainment. They will drive for hours to eat at a good inn. Or they will stay for weeks in a community just because it's "attractive, filled with friendly people, and a nice place to be."

Your community's first step is to decide that it will take advantage of the opportunities that are open to it in the tourist business. After that, it is a matter of organizing to do the job, then deciding which actual or potential "attractions" should be pushed first. Once the program is underway, tourist facilities or "places for them to stay" will spring up automatically.

Tourist Attractions Help Bring New Industry



One of the best ways a community can boost its economy is to attract new industry. Today, possibly the fastest, most effective way to attract industry is by first attracting tourists. The reason is that industrialists, in

selecting plant locations, are seeking for their employees the same kind of "community atmosphere" that appeals to tourists.²¹

Both industry and the tourist are looking for communities with better living conditions, better facilities, better civic organization, and a wider variety of recreational activities. In other words, a community that goes after the tourist business is likely to find that it will thereby attract new industries. That is what has been happening in many communities in Florida, California, and elsewhere throughout the country. Here are examples:

- A small community in New Mexico worked hard to develop itself as a pleasant place to live. A visiting tourist from the Chicago area was so impressed with the community's living conditions that he decided to locate a 16,000-square-foot electronics plant there, with a payroll of 200 employees.²²
- An industrial executive visited a New Hampshire community as a tourist. He liked the place so well that he decided to retire there. Since then, he has been instrumental in bringing a new manufacturing plant to that town. The same thing has happened to another nearby New Hampshire community; a businessman liked it, retired there, and helped bring in a new industry. There are many such examples in cities and towns throughout the country.²³

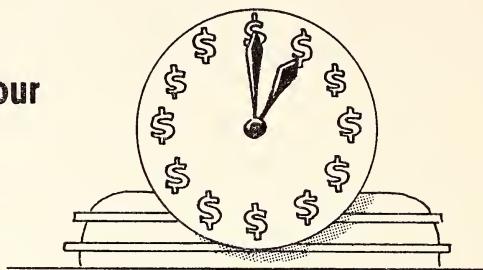
In addition to attracting industries from outside, a community that develops its tourist business will inevitably promote its industrial growth. Tourists require great quantities of products, and many services;²⁴ for example: Food products, clothing, laundry services, dry-cleaning, tailoring, heat and power, and entertainment. By developing the kinds of service, industries, and merchandising skills needed to support the tourist business, a community can gradually accumulate capital and managerial talent that in turn make possible further industrial development.

These facts show that industrial development and tourism development are interrelated, are not competitive, and actually assist each other. Communities that attract tourists also attract industry. It is interesting to note that the top six tourist States²⁵ in this country (New York, Florida, New Jersey, California, Michigan, and Texas, in that order) do over one-third of the country's manufacturing business.²⁶

It is also true that communities which attract industries, attract tourists. For example, the top six manufacturing States²⁶ (New York, Ohio, Pennsylvania, Illinois, Michigan, and California, in that order) do over one-third of the country's out-of-State tourist business.²⁵ In other words, industrial growth *per se* can become a tourist attraction. Far from keeping tourists away, industries will draw them in if the plants themselves are properly set up and promoted as tourist attractions. Just as manufacturers

like the kinds of facilities that are available in a well-developed tourist area, tourists like the kinds of facilities and attractions usually found in an area that has industries.

The Time To Start Your Tourism Promotion Program Is Now!



The future of the tourist business is wide open. During our lifetimes, the numbers of pleasure-bent tourists have doubled and redoubled and redoubled again. But the boom is not over. If the tourist business is big today, it will be bigger in the future. So say the experts. Some say that in the next 100 years, it will increase thirtyfold.²⁷ Others taking a shorter view are equally encouraging.

People who are interested in helping their communities get on the tourism bandwagon will not need many statistics to point up the potential benefits. The trend is definitely toward more, much more, tourist business. Our economy is expanding. Our population is growing. Per capita income is increasing and the workweek is declining. Bundled together, this means:

More tourists.

More time for travel and vacations.

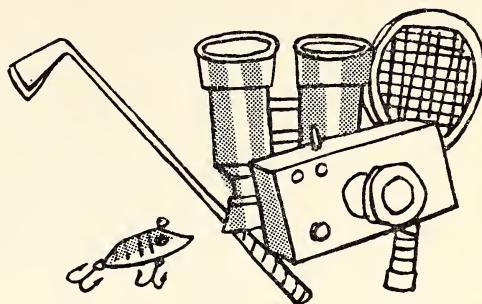
More tourist money to be spent.

By 1970, this country will have at least \$50 billion more in roads,²⁸ enabling tourists to move around the country more quickly and easily, and more cheaply. This new road system will link all States, span the country 8 times from north to south and 4 times from coast to coast. An estimated 65 to 70 million cars will be traveling over them.²⁹

Many of these cars will bring tourists—probably some 5 million or more—within range of your community, wherever it may be.³⁰ Moreover, your State is spending money now to attract tourist traffic within its boundaries. Forty-three States have travel bureaus or commissions, and these State organizations, together with area and community organizations, spend about \$16 million³¹ per year in tourist promotion. Every dollar spent in this way by your State helps to bring more tourists within its boundaries. Once inside, they probably are within driving range of your community because the average tourist drives a total of about 1,000 miles on a vacation trip.³²

The chances of getting your share of today's tourists (and the ever greater numbers coming tomorrow) will be in direct ratio to your community's ability to launch and sustain a tourism development program.

A Quick Closeup of The Tourist Business



Before you can determine the specific steps you and your community can take to increase tourist business, you will need a bird's-eye view of the industry as a whole, how it is made up, and how it operates.

People call it "tourism," "the recreation business," or "the travel industry." No matter what it is called, the tourist business is made up of a series of interrelated enterprises, each of which provides a service or a product that tourists are willing to pay for: Transportation; food and lodging; entertainment; information; special clothes and equipment; and many other items. Here are the principal components through which the tourist business provides what tourists need:³³

Public carriers or transportation companies: trains, planes, ships, and buses.

Tour operators, sightseeing and car-rental companies.

Hotels, motels, inns, resorts, restaurants, stores, and gift shops.

Attractions and special events that entertain tourists.

Official tourist promotion agencies at the community, State, and regional level.

Automobile clubs and touring bureau services.

The physical facilities of the community itself.

A casual glance at this abbreviated list, however, will not give an accurate picture of how the tourist business is going to shape up in your community. For one thing, some of these components will be much more important to your community than others. For another, this list might be expanded to include other types of businesses that may be vital to the development of tourist activity in your community.

As you begin to identify and evaluate your community's tourist possibilities, other additions and modifications will probably occur to you. This is to be expected, for there is no set point at which the tourist business begins and ends. The overall trend of American tourism is controlled by the desires and habits of the vacationing public. By this criterion you

can appraise the tourist-business potentials of your community. Here are some basic tourist habits:

- At least 80 percent take the car. The rest go by train or plane (in almost equal numbers), or by bus and steamship.³⁴
- On longer or interregional trips, more go by plane than by train, but most still take the car.
- While traveling, 69 percent stay in motels; 26 percent stay in hotels and resorts; 27 percent stay with friends and relatives.³⁵ These add up to more than 100 percent because many tourists use more than one type of accommodation. Many use tourist homes and other accommodations as supplementary conveniences, but only a small percentage of tourists rely on them chiefly.
- Once they get where they are going, 46 percent stay with friends or relatives, 25 percent at hotels or resorts, 14 percent in motels, 12 percent in vacation cottages, and the rest stay in tourist homes or camp out.³⁵
- Most do not use a travel agent to arrange transportation and accommodations for them. (For such services, agents usually get a commission of from 5 to 7½ percent from carriers, except railroads, and 10 percent from hotels.)³⁶

Instead, most American tourists simply jump in the car and go. On the other hand, many tourists buy "packaged tours" from travel agents who, in turn, buy them wholesale from tour operators. Such packaged tours usually include travel, accommodations, and special events. Packaged tours are usually available directly from the carriers.³⁷

- Most take two vacations trips a year, totaling 20 or more days.³⁸
- Seventeen percent take such trips in the winter, 18 percent in spring, 40 percent in summer, and 25 percent in fall.³⁹
- Sixty-two percent pay for their vacations from current income; the rest draw on savings or other sources. Few borrow.⁴⁰
- Average annual expenditure per family for vacation travel is \$400.⁴¹
- They are persuaded to travel by some \$100 million spent every year in advertising and promotion.⁴² About \$20 million of this goes for newspaper advertising, the rest for outdoor advertising, publicity, radio and TV, direct mail, promotion, pictures, pamphlets, and brochures.⁴³ These expenditures (most of which are paid for by the large carriers and major resort and travel areas) are based on the knowledge that roughly 3 out of 4 tourists plan their vacations well in advance,⁴⁴ and so are potential business for a community that can reach them through planned advertising and publicity.
- Roughly 1 out of 12 goes abroad each year. The rest stay in the United States, the largest single tourist market in the world.⁴⁵

Who Is the American Tourist?

The American tourist is anybody and everybody ready to travel away from home and spend personal savings or income to do it.⁴⁶ To these should be added the 7 million or more individuals or families who take business trips each year.⁴⁷ People in the tourist business recognize that the business traveler usually spends his money in the same way as does the vacationing tourist, and has about the same requirements.⁴⁸ While on route, or once at his destination, he will often make pleasure sidetrips and visit various tourist attractions. Moreover, if he likes a community, he may return later for a full-blown vacation, or make arrangements to hold his company's annual convention there. Business conventions, incidentally, are becoming an important source of income for many smaller and medium-sized communities.

Who Owns the Tourist Business?

In this country, the tourist business is almost entirely owned and operated by private interests. There are, of course, official tourist organizations at the community, State, and regional level, designed to assist their respective areas in developing the tourist trade, and financed, in part at least, from taxes. But the main components in the tourist business are privately owned. Representing or cooperating with these private interests are such trade associations as the National Association of Travel Organizations, which is primarily concerned with the development of the tourist business in the United States and in encouraging foreign citizens to visit; the American Society of Travel Agents, Inc., which provides services for tourists traveling in the United States and abroad; and such specialized trade groups as the American Hotel Association, American Motor Hotel Association, Association of American Railroads, Air Transport Association of America, National Association of Motor Bus Operators, American Automobile Association, and American Merchant Marine Institute.

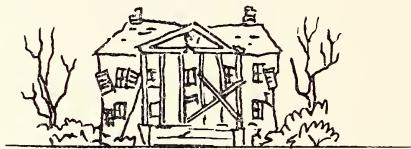
One important segment of the tourist business is publicly owned: State and National parks, and State and National forests. Last year, 50 million tourists visited the national parks, and the present administration has organized a project to modernize them by 1966 at a cost of over \$800 million.⁴⁹

What Are the Major Trends?

First among the major trends is the extension of the tourist season. The tourist business has become a year-round business. Because of skillful promotion, price adjustments, and planned attractions, Florida has succeeded in developing a substantial tourist business during the summer, once regarded as a dead season. In northern areas, skiing and winter sports events compete with the traditional summer season. The so-called "big

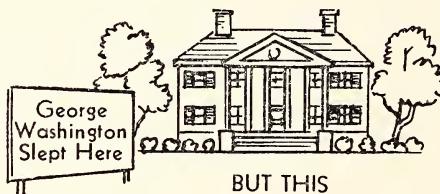
"season" in many areas has not yet disappeared, but many communities have broken through the weather barrier.⁵⁰

Secondly, jet transports will increase interregional tourist traffic, carrying 140 passengers from New York to San Francisco in about 4 hours, or from Chicago to New York in roughly 100 minutes.⁵¹ They will also increase foreign competition for the American tourist by "shrinking the earth" 40 percent and placing every United States community 12 hours or less away from most major cities of the free world.⁵² This likely increase of our tourists going abroad, however, may be at least partially offset by the development of faster, cheaper highways, and by the fact that United States official tourism promotion agencies (regional, State, and local) spend about three times more than the rest of the world put together in bidding for domestic tourist trade.⁵³ In addition, low-cost jet transportation should enable more and more foreign tourists to visit the United States.



NOT THIS . . .

What Does Your Community Have To Sell?



BUT THIS

Experts agree that different tourists want different things. But *all* tourists want one thing in common—a change—to see and experience something they do not have at home.⁵⁴ What they look for falls into three general categories:

Natural attractions.

Manmade attractions.

Special events.

You can get a good idea of what your community has to sell if you look at what other communities have been able to do in these three categories, then determine if your community can do the same. Bear in mind that this is not a question of simply falling over the obvious. *You must recognize tourist assets that are hidden in your community, that are not used, or that need to be developed.*

Natural Attractions

These are assets your community already has as a part of its physical structure. While they may appear commonplace to you, they may have

real appeal to tourists who have never seen anything quite like them. Here are a few:

An attractive or different climate.

Lakes or rivers.

Seashore.

Waterfalls.

Islands.

Hills, mountains, or valleys.

Forest or woods.

Interesting geological formations.

Your community may not have hot springs or geysers, but maybe it has such simple natural attractions as wild flowers and wildlife, a dell, a beautiful spring or pond, or attractive hiking trails. Tourists will come for miles to see an old tree, a swamp, cliff, canyon, or a cave. The natural appeal of such attractions is enhanced if they are attractively and imaginatively named. One community in Virginia refers to its rock structures as "natural chimneys."⁵⁵ A community in Wisconsin has become famous by promoting its "dells," and incorporating the word in its name.⁵⁶ Tourists perk up when geological formations are called "faces," when a narrow valley becomes "a pass," when rocks become "painted," or when a cliff is called "Devil's Leap."

You can double the appeal of any natural attraction if you can tell tourists that an historical event "happened here"; if you provide adequate walks, benches, and tourist accommodations; and if the attraction itself is always well-maintained.

Manmade Attractions

There is an almost endless list of manmade attractions which various communities have exploited successfully to confirm the fact that tourists will come to see practically anything that is made interesting or has an historical background. To you and your community, some of the following illustrations may be commonplace, but they are new or unusual to millions of tourists:⁵⁷

Battle sites.

Burial grounds.

Old forts or barracks.

Pioneer churches.

An old mill.

Old plows or farm implements.

Old automobiles.

Indoor and outdoor museums.

Indian remains.

Ghost towns.
Historic sites or shrines.
Old homes.
Old canals or abandoned canals.
Old bridges.
Old trading posts.
Old taverns or saloons.
Old mines.
Old theaters or opera houses.
Old lumber camps.
A dam.
A levee.
A wharf.
A lighthouse.
A modern factory, mill or shipyard.
A modern mine.
A craftsman's shop, small factory, blacksmith's shop.
Commercial fishing operations.
A powerplant.
Unusual crops.
Flowers and gardens.
Orchards.
Blooming trees.
National, State, and county parks.
Forest preserves.
Game farms
Fish hatcheries.

Most manmade attractions need some facelifting, window-dressing, or dramatizing treatment if they are to bring tourists to the community. They must also be so identified that tourists understand what they are seeing; well promoted, and made further accessible perhaps by guided tours, with a supplement of interesting "special events."

Special Events

These are generally community-sponsored activities designed to entertain, educate, or intrigue visiting tourists. Such events may take only part of a day, or they may go on for weeks. In some cases, they are geared to take advantage of natural or manmade attractions or an historical event. In other cases, they may be simply hatched up by an inventive community group, enterprising enough to devise and promote the ideas. Once begun, such events soon become "traditions" if they are maintained,

and can constitute the very hub of the tourism development program. Here are a few illustrations of the widely different types of special tourist events featured by United States communities during the past year:⁵⁸

Pirate Festival (buccaneer invasion, pirate parade, ball, etc.), Tampa, Fla.
Fisherman's Ball, Sakonnet Point, R. I.
City's Birthday, Biloxi, Miss.
Homes Tour, San Pedro, Calif.
Street Breakfast, Colorado Springs, Colo.
Powerboat Races, Madison, Ind.; Lake Mead, Nev.; Charleston, W. Va., etc.
Jazz, Folk Festival, Lennox, Mass.
Trial of Jack McCall, Deadwood, S. Dak.
Open House Day, New Hope, Pa.
Duck Calling Contest, Stuttgart, Ark.
William Tell Pageant, New Glarus, Wis.
National Hobo Convention, Britt, Iowa (mulligan stew served, king and queen hobos selected).
Maple Festival, Meyersdale, Pa.
Indian Pageant, Ticonderoga, N. Y.
Turkey Calling Contest, Yellville, Ark.
Sports Car Hillclimb, Mount Washington, N. H.
Kloppen Dances (Sleepy Hollow Restorations), North Tarrytown, N. Y.
Plowing Match, Cherokee, Iowa.
Home Decoration Contest, San Diego, Calif.
Dog Mart (dog auction, bench show, hog calling, Indian tribal dances, fiddlers' contest), Fredericksburg, Va.
Homes Tour, San Pedro, Calif.
Fall Foliage Tours and Community Suppers (about three dozen Vermont communities).
Wild Pony Roundup, Chincoteague Island, Va.
Antique Auto Shows (with parades), Arnold's Mills and Bristol, R. I.
Garden Tour, La Jolla, Calif.
National Marbles Tournament, Asbury Park, N. J.
Hiawatha Pageant, Elgin, Ill.
Gathering of the Scottish Clans, Linville, N. C.
Clothesline Art Show, Springdale, Ark.
Potato Picking Contest, Barnesville, Minn.
Homecoming, Fayetteville, Ark.
Kite Festival, Ocean Beach, Calif.
Mule Day, Benson, N. C.
Ham, Egg Show, Fort Valley, Ga. (ham and eggs judged, then sold).
Vintage Equipment Show, Bird City, Kans.
Lumberjack Roundup, Lake Dunmore, Vt. (log rolling).
Fiesta of Nations, San Diego, Calif. (20 nationalities take part in costume dance).
Turkey Trot, Curero, Tex.
Ramona Pageant, Hemet, Calif.
Broiler Barbecue, Crane, Mo
High School Band Orchestra Contest, Gainesville, Fla.
Hillbilly Day, Highlands, N. C.
Fishing Rodeo, Myrtle Beach, S. C.
Square Dance Festivals, Tucson, Ariz.
Skeet Shooting, Waterford, Mich.
Yule Log Hunt and Burning, Palmer Lake, Colo.
Landing of Colonists, Cape Henry, Va.
Waiters' Tray Race, Hot Springs, Va.
Mountain Drama, Mount Tampas State Park, Calif.
Jousting Tournaments in full armor, Harrisonburg, Va.

Your community need not have a unique or competitive advantage to put on such events. A little investigation may reveal at least one interesting historical event that occurred in or near the community. It does not matter if the same or a similar event has occurred in other communities.

Tourist profits go to the community that does something with what it has. One Vermont community has put on open-air pageants about the doings of the widely traveled Rogers Rangers; estimated daily audience 2,000 tourists.⁵⁹ Other communities bypass the historical field, and concentrate instead on fun activities: Firecrackers fiestas, competitive open-air sports, annual festivals, exhibitions, ice shows, fairs, regattas, antique shows, and water spectacles. A midwestern city stages an annual 12-day "aquatennial," including water ballets, diving exhibitions, races, and water-skiing contests. Last year's box office returns showed 100,000 out-of-State tourists paying cash on the line to see the program.⁶⁰

Here is another point to consider. Your community may develop all kinds of attractions and special events, but what it gets in dollars and cents from tourists will be directly related to the kind of service and hospitality it offers. Comfort, cleanliness, and friendliness will multiply the value of what your community has to sell.



Set Up a Small Group To Sell What You Have

Selling your community to tourists is a long-run job. It cannot be done overnight. And it will not happen by itself.

First, it is necessary to make an inventory of what your community has to sell. As a starter, the foregoing section of this booklet will serve as a guide for such a survey. Next, plans must be made to develop these potentials, to see that the word gets around, and to make sure that tourists are informed about what your community has to offer. Finally, an all-out effort has to be made to rally everyone in the community to support such a program.

Do not leave the impression that the program will make your community rich overnight. A flash-in-the-pan promotional job usually wastes both time and money. If your community wants lasting results, it should regard its tourist development program as a continuous effort (at least 5 years),⁶¹ and organize accordingly.

To take charge of this effort, your community must create a small organization that will be responsible for carrying the tourism promotion ball. There is no fixed formula for the organization of such a group, or where it should operate within the community structure. It all depends on local conditions. Some communities set up their tourism promotion programs under a separate, independent organization, incorporated or unincorporated. Others prefer to put it under their local chamber of commerce, their local development association, or other civic groups.

But no matter how you organize the group, the most important factor is: *Who is going to be on it?* Experience indicates that your chances for success will zoom if your community's tourism development organization is made up of a small number of energetic people (not necessarily "names" or officials) who have a grasp of what tourists could mean to your community, and who are interested enough to tackle the job with persistence and enthusiasm.



How To Sell What You Have

Find Out More About Your Community

The first step in your program is to find out more about your community. Bone up on its history. Talk to local people who may already be familiar with "who" has done "what" and "where" in your town. Try the local schoolteachers for help, the newspaper editor, the history department of your State university, or your State historical society. When you uncover an historic local site or building, get your local tourist organization to discuss how it might be developed.

Employ the same technique to find other types of local attractions. Use as a checklist the examples already given in this booklet, but do not be limited by them. Your community's hidden tourist assets may be much more valuable than those on the surface. Be inventive in searching through historical records, and use imagination in appraising the community's natural or manmade tourist "come-ons."

Find Out What Others Are Doing

Forty-three States in this country have organizations officially concerned with developing the tourist business in their respective areas.⁶² Get in touch with your State organization. Study the promotional material, leaflets, or publicity releases it has available. Ask whether it has specialists who could visit and help your community. See how your tourist pro-

gram might fit into the statewide effort. Some parts of the country have regional or intrastate tourism promotion organizations. If your community is within reach of such an organization, contact it and find out what it is doing.

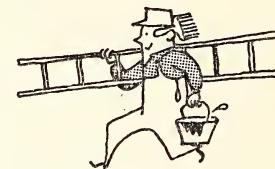
The same thing applies to communities near you. They may have tourism development programs of their own into which yours could be geared with mutual benefits. Talk to them. Get a line on what they are doing. At the same time, try to locate other communities in other parts of the country that are similar to yours or that have the same problems, and set up an exchange of ideas.

Talk to the transportation companies that service your area—buslines, airlines, and railroads. Their interests are much the same as yours, and they may have special tours or tourist programs that could be extended to your community. See what kind of cooperative arrangements can be worked out.

Be sure to talk things over with your local hotel, motel, and resort operators. Get *their* ideas.

Start Improvements

Launch a facelifting program for your community. It needn't be a major operation, but may take the form of a cleanup program. Remove unattractive secondhand carlots, or dilapidated, ugly signs. Clear away junk and refuse. Paint your community—spruce it up. This may be the time to inaugurate an annual "Clean-Up-Our-Town" week. And you might think about a flower-or-tree-planting program. Remember, a rundown, slovenly community keeps tourists away.



Another important step in your program is to evaluate the accommodations you have for tourists. They want clean, comfortable living conditions. They want well-cooked, well-served meals in attractive surroundings. If they can not find all this in your community, they will go somewhere else. So take steps to upgrade those places in your community where tourists live and eat.

Should you decide to develop or improve a local lake, stream, park, hiking trail, or to improve an historic site or building, be sure that expert advice is obtained. Your State tourism development agency may be able to provide technical guidance.

If it is a problem of rehabilitating or restoring an historic structure, consult your State historical society. Find out who owns it, and, if it is to be operated without profit, see if the property can be donated to the community. Make sure that any restoration work is faithfully done, that the structure will be well-managed and clearly marked.

You will probably find that some needed improvements can be paid

for by private individuals or companies in your community. In other cases, the whole community may have to pitch in financially. One of the jobs of your local tourist organization, therefore, is to determine which improvements can be made privately, and which must be paid for by the public. Then develop a campaign that will produce the best results on both fronts.

Tell Your Story

To attract tourists, your community will be competing with thousands of others in the country; but keep in mind that the field is large enough for all. Once you have decided what your community has to sell, put across the story as effectively as possible. This requires a planned, sustained promotion program—one which includes advertising in newspapers and magazines and publicity releases for the press, radio and TV. It also means creating publicity activities—"newsworthy" ones, which will get recognition from the press.

Perhaps the most useful advertising tool is the illustrated folder or leaflet.⁶³ This need not be elaborate. It should be printed, contain a few, good-sized photographs, and tell simply and accurately the things tourists want to know:

Where your community is.

What its attractions are.

When special events take place.

How to get to the place.

How and from whom to get additional information.

Before preparing your folder, round up all the leaflets and booklets you can gather from other communities. Avoid their defects. Adopt their better points.

To distribute these illustrated folders, advertise their availability, or else distribute them generously through such organizations as:

Your State tourism promotion agency.

Carriers that service your community and your region.

Your State automobile associations and their branches.

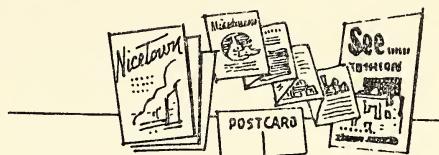
Travel agents in your State and region.

Chambers of commerce and tourist offices of communities in your State and region.

Travel bureaus of businesses in your community and nearby cities.

Oil company travel bureaus.

The first step in advertising your community is to *determine from what areas you should try to attract tourists*. Most communities find that a substantial part of their tourists come from within a 500-mile radius; the odds are that



they will be from within your own State or from one nearby.⁶⁴ You can verify this by checking license plates on visiting cars, or by examining guest registers in motels, hotels, and other likely sources.

Once you have identified the sources of your tourist trade, direct your advertising to newspapers and magazines with an established circulation in those areas, or to TV and radio stations whose operating range is within the areas you want to reach. You may be able to prepare the ads yourself, or else hire a good advertising man.

Some experts believe that a campaign of smaller ads, sustained over a longer period of time, pays better dividends than a few large "one-shot" ads. In either case, it is important to answer, promptly and courteously, all inquiries that result from your advertising. The main purpose of your campaign is to invite such inquiries and thus give your community a chance to tell its story, forward its illustrated leaflet, and answer the questions potential tourists ask. So make sure that your tourist organization has appointed a responsible individual to handle those inquiries.

There is no sure-fire formula for an ad that will produce results. Study the travel sections of the larger city newspapers to get an idea of how other communities advertise, then build your own ads around what you have to sell. Make them as friendly, enthusiastic, and persuasive as you can, but do not claim something you do not have to offer. Be sure of your facts, and do not create ill will by promising something you cannot deliver.

Getting "publicity" in the tourist field usually boils down to supplying newspapers, magazines, and radio and TV stations with stories and pictures they can release as news. "Publicity" should not be confused with "advertising." It is an art in itself. It should be tackled only by a qualified individual appointed or hired by your tourist organization, or handled by a firm that specializes in publicity.

A good publicity man will get press, radio, and TV coverage for anything of genuine tourist interest that happens in your community. He will invite prominent personalities to participate as community guests, in tourist doings, in the hope that they make favorable comments that can be quoted. He will see to it that your community is represented in nearby, regional, or perhaps national shows sponsored by tourist or travel organizations and associations. He can also be made responsible for a tourist-information center in your community, and fill it with such publicity material as one-page fliers, banners, exhibits, maps, car bumper signs, windshield stickers, courtesy cards, local curios, and souvenirs. This person can work hand-in-glove with your tourist organization, planning, promoting, and publicizing special tourist events.

Time It Right

You can double the impact of your tourism promotion program if you time its activities to meet your community's needs. Many communities suffer from a seasonal tourist slump on one hand, while on the other they have to turn away tourists during their "peak" season. To solve this

problem, specialists have helped communities plan special events for their off-seasons, with publicity-advertising campaigns built around these events. Other communities are discovering that they are actually in two-season climates. They balance their traditional peak summer loads with winter sports, or supplement their usually heavy winter business with a whole variety of summertime activities. This lengthening of the tourist season will succeed if it is bolstered by skilled promotion, scheduled to bring in the tourists when they are needed most. Often a rate-reduction policy can be worked out with the local motel-hotel-resort operators and the transportation companies, to tie in with such "timed" promotion.

Foot the Bill

Your tourism promotion program will cost money. How much, depends on the size of your community and its financial resources. Most communities raise the necessary funds from direct appropriations, from private individuals or businesses, or from a combination of both. Some run a tourism promotion program on as little as \$1,000 a year. A few large cities have programs involving as much as \$500,000 a year.⁶⁵ These, of course, are the extremes. Generally, the more aggressive communities spend more money promoting their tourist business, and as a result, get more tourists. An example is the Rapid City Chamber of Commerce of South Dakota, which spent \$3,000 to promote its tourist business in 1939, getting 360,000 tourists. By 1953, it raised its budget to \$19,050, and attracted 1,800,000 tourists. Another example is the Black Hills and Badlands Association, also of South Dakota, which spent \$7,000 in 1939, and got 380,000 tourists, while in 1953, \$35,800 produced 2,000,000 tourists.⁶⁶

Is it worthwhile to foot the bill? What will your community get in return for each promotion dollar it spends to develop its tourist business? Here are two case histories:

The Florida State Advertising Commission figures that the State gets at least \$125 in tourist business for every \$1 it spends for advertising. Also, for each \$1, the State treasury gets \$6.36 in additional taxes.⁶⁷

In the case of a city, the Knoxville (Tenn.) Tourist Bureau reports that each 3c it spent resulted in \$29.15 in tourist trade. That's a whopping return of almost \$1,000 for every \$1 spent.⁶⁸

These examples clearly indicate that advertising for tourist business can definitely be made to pay.

Sell Your Own People First

There will be no more steam behind your tourism development program than the people of your community themselves put there. If they're indifferent or hostile to the program and to tourists, you might as well forget the whole project.

Tourists like friendly, hospitable places. And friendliness and hospitality stem from your people. Your brochures and press releases may lure tourists to your community—but *it is your friendliness that will keep them coming.*

Sources

(1) Figures obtained from the National Association of Travel Organizations show that the tourist business in the United States increased about 14 percent between 1953 and 1956. Survey of Current Business for January 1957 (p. 3), shows that during this same period, income from agriculture, forestry, and fisheries dropped from \$17.5 billion to \$15.9 billion, while manufacturing rose from \$96.5 billion to \$105.1 billion, an increase of only 8 percent, compared with 14 percent in the tourist business. On the other hand, wholesale and retail trade industries and services industries (both contributing elements to the tourist business) rose 13 percent and 21 percent, respectively, during this 3-year period.

(2) This is not a definitive range. Different authorities in this field come up with different estimates, depending on the definition of "tourist" and on sources of data used. During 1957, the Bureau of the Census will conduct a national survey (sponsored by the National Association of Travel Organizations) in an effort to reach more definitive figures. Meanwhile, estimates range roughly from about \$15 billion to somewhat more than \$24 billion for 1956. The latter figure is the estimate of the National Association of Travel Organizations, and includes business travel. It is based on data obtained from State officials, with some reductions being made by the Association when State figures "seemed a little out of line in comparison with national trends."

(3) The Travel Market, Curtis Publishing Co., 1955, page 33.

(4) The Travel Market, *ibid.*, page 21.

(5) The American Magazine National Travel Index Qualitative Analysis of Trips During Calendar Year 1955 (based on a national sample of 24,121 United States families), page 6.

(6) The Travel Market, *op. cit.*, page 21.

(7) C. P. Holway, How To Profit From the Tourist Business. Jay Rathburn, Milwaukee, Wis., page 9.

(8) Estimates of the average expenditure per day by United States tourists vary widely. Many State surveys show averages running between \$5 and \$7 per day, but may not include all types of tourist expenditures. The National Association of Travel Organizations estimates that the average expenditures per tourist for lodging, food, gasoline, and other purchases are about \$10 per day; the calculation used here is based on this estimate.

(9) James L. Bossemeyer, Executive Vice President, National Association of Travel Organizations. August 4, 1950, statement.

(10) Estimates on passenger car production obtained from the New York Times, December 2, 1956 (sec. 10, p. 2), and other sources. Passenger car output in 1956 was 5,801,000. Average per car value at the factory in 1955 was \$1,560. Allowing an average of \$400 per car in 1956 to cover price increases and markup, plus another \$100 for transportation to point of sale, the retail value of cars sold was about \$12 billion, excluding accessories.

(11) This was true for 1954 (Business Week, April 23, 1955). Later estimates indicated the same general magnitudes to prevail for succeeding years. The companies: U. S. Steel Corp., General Electric Co., Sears Roebuck & Co., Standard Oil Co. (N. J.), Westinghouse Electric Co., Goodyear Tire & Rubber Co., Bethlehem Steel Co., E. I. du Pont de Nemours Co., Armour & Co., Chrysler Corp.

(12) Total cash receipts from all crops, livestock, and products for 1956, obtained from the Bureau of the Census: \$299 billion. See source 1 for downward trend in agriculture.

(13) Overall annual payrolls for all 12 companies for 1955 and 1954 (depending on sources) were approximately \$10.6 billion. The companies: General Motors Corp., Standard Oil Co. (N. J.), Bell Telephone System, Great Atlantic & Pacific Tea Co., U. S. Steel Corp., Sears Roebuck & Co., General Electric Co., Swift & Co., Chrysler Corp., Armour & Co., Safeway Stores, E. I. du Pont de Nemours Co.

(14) Advertising Newsletter, No. 89, June 1955. Domestic Distribution Department, Chamber of Commerce of the United States. Permission to quote obtained on April 1, 1957, from Maurie Kramer, Director of Special Promotions.

(15) This and the following paragraph are based, in part, on material contained in "Review and Forecast, 1955-56," by William D. Patterson, the Saturday Review, N. Y., and in "Methods of Tourist Market Research," by R. A. Robinson, Director of Research, the Crowell-Collier Publishing Co., N. Y. Also, based partly on material provided by Checchi & Co.

(16) Travelogue. No. 8. 1955. The American Magazine puts it at 3½ million. Patterson (op. cit., p. 35) puts it at 5 million.

(17) Based on a percentage breakdown (op. cit., "Consumer Expenditures") of tourist expenditures as follows: 27 percent food in restaurants and food supplies; 14 percent retail purchases, luggage, cameras, clothing, etc.; 5 percent services; 11 percent entertainment; 22 percent transportation, and 21 percent accommodations.

(18) 8th Annual Survey, Knoxville Tourist Bureau, Knoxville, Tenn.; 1955 findings.

(19) Chamber of Commerce Owned Buildings, Chamber of Commerce of the United States, page 50. Tourist numbers estimated by Greensburg Chamber of Commerce as quoted in Pathfinder magazine, "Does Your Town Make a Secret of Its Best Tourist Lure?"

(20) Checchi & Co.

(21) Numerous conversations with consultants in plant location.

(22) Raton, New Mexico. Source: U. S. Department of Commerce, Office of Area Development.

(23) Wall Street Journal, March 26, 1956.

(24) Consumer Expenditures by U. S. Citizens, op. cit.

(25) Out-of-State Tourist Expenditures in Each State and Territory, published by the National Association of Travel Organizations.

(26) In terms of "value added by manufacture." Statistical Abstract of the United States, 1956, page 805.

(27) Controlling Factors in Economic Development, by Dr. Harold G. Moulton, President of Brookings Institution. 1949.

(28) Article on 41,000 mile road web. New York Times, January 6, 1957.

(29) Harlow H. Curtice, President, General Motors Corp., in an article in the New York Times, section 10, December 9, 1956, states that car numbers in 1955 were 52 million, and will be 88 million by 1980. If his figures are used, car numbers by 1970 would be around 65 million. Statistical Abstract of the United States, 1956 (p. 963), puts 1954 cars in use at 57.8 million, and shows an increase in car numbers of about 2 million per year during the preceding 5 years. A projection of this increase would result in an estimate of 73 million cars by 1970. Patterson, op. cit. (p. 36), estimates 100 million cars by 1970.

(30) This estimate by Checchi & Co. is based on the following: (1) The average miles driven per vacation trip of a tourist is 1,018 (source: The Travel Market, op. cit., p. 23). Assuming that the tourist drives about 350 miles each way on an average trip, this would still allow some 300 miles for local driving at the vacation point. The figure of 300-350 miles (and up to 500 miles) is also generally accepted in the industry as a fair estimate of the average distance a tourist will drive to get to his destination. This puts the average tourist in a position to drive

about 13 percent or more of the way across the country (road mileage, New York to Los Angeles: 2,875). Actually, by 1970, tourists, on the average, will drive much farther than 350 miles each way on a trip because of better cars and better roads. But taking the conservative figure of 350 miles, a typical United States community (on a strictly geographic basis) could draw on some 8 million people who, sooner or later, will be tourists. Allowing for varying concentrations of population, we have reduced this figure to 5 million.

(31) State, Area, and Community Advertising and Promotional Expenditures, 1955-56. The Curtis Publishing Co., Philadelphia, page 3.

(32) The Travel Market, op. cit., page 23.

(33) This list of components has been drawn up after research and after consultation with the National Association of Travel Organizations, and other organizations and individuals. Some components have been deliberately excluded and others included, depending on their importance in the domestic tourist business. For example, travel agents have been excluded because their interest appears to be primarily in overseas tourist activity. Touring bureau services have been included because such services provided by oil companies and other firms are widely used by United States tourists. The oil companies, for instance, spend about \$6 million a year providing such services.

(34) The Travel Market, ibid., page 21; plus information from the National Association of Travel Organizations. Note that statistics on tourist behavior drawn from "The Travel Market" refer to a survey of 4,000 United States families having an income of \$5,000 or more. Nevertheless these findings suggest how United States tourists, as a whole, probably behave.

(35) The Travel Market, ibid., pages 33, 34.

(36) How a Travel Agent Works, by Phillip Andrews, New York Times, May 8, 1955.

(37) National Association of Travel Organizations.

(38) Patterson, op. cit., page 4; and The Travel Market, op. cit., page 16.

(39) The Travel Market, ibid., page 17.

(40) The Travel Market, ibid., page 50.

(41) The Travel Market, ibid., page 49.

(42) Patterson, op. cit., page 3.

(43) National Association of Travel Organizations.

(44) The Travel Market, op. cit., page 52.

(45) At least one expert (Patterson, op. cit., p. 7) believes that the ratio should be more like 1 in 7. In this case, we have used figures from Consumer Expenditures, op. cit. They show an overall expenditure by United States tourists of \$24.6 billion in 1955. Of this, total domestic travel amounted to \$22.7 billion, and \$1.9 billion for foreign travel. On a strictly proportional basis, this would mean that only 1 out of every 12 or 13 tourists goes abroad. However, because it costs more to travel abroad than in the United States, the ratio may be more like 1 in 15.

(46) Patterson, op. cit., page 5.

(47) The Travel Market, op. cit., page 60.

(48) James L. Bossemeyer, National Association of Travel Organizations.

(49) Patterson, op. cit., page 36.

(50) Patterson, ibid., page 7. Also numerous case histories collected by Checchi & Co.

(51) Patterson, ibid., page 9.

(52) Patterson, ibid., page 10, quoting President William M. Allen of the Boeing Co.

(53) Patterson, *ibid.*, page 4. Also, *State, Area and Community Advertising and Promotional Expenditures, 1955-56*. Curtis Publishing Co., page 3.

(54) C. P. Holway, *How To Profit From the Tourist Business*, Milwaukee, 1949, page 41.

(55) Mount Solon, Harrisonburg, Va.

(56) C. P. Holway, *op. cit.*, page 11: Kilbourn, Wis., changed its name to Wisconsin Dells.

(57) A composite selective list drawn from Holway, *op. cit.*; National Association of Travel Organizations; and from Checchi & Co. files.

(58) Selected from the Sunday edition travel sections of the New York Times during a period of 1 year.

(59) Island Pond, Vt., during summer of 1955.

(60) Minneapolis, Minn. New York Times, July 15, 1956.

(61) Holway, *op. cit.*, page 39.: "Plan the operation of your program over a period of several years—certainly five at the least." ¶ *Advertising Newsletter* (June 1955), Chamber of Commerce of United States: "Promotion of a tourist area is not a 1-week or 1-month or 1-year proposition. It must be kept up continuously over a period of years."

(62) *State, Area, and Community Advertising*, *op. cit.*

(63) Consensus of Chamber of Commerce of the United States; Holway, *op. cit.*; and National Association of Travel Organizations.

(64) *Advertising Newsletter*, June 1955, Chamber of Commerce of the United States, page 3. Also, National Association of Travel Organizations.

(65) National Association of Travel Organizations.

(66) *Advertising Newsletter*, June 1955, Chamber of Commerce of the United States, page 3. Also, National Association of Travel Organizations.

(67) *Advertising Newsletter*, July 1953, Chamber of Commerce of the United States, page 2.

(68) 8th Annual Survey, Knoxville Tourist Bureau.





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